

**BY ORDER OF THE
SECRETARY OF THE AIR FORCE**

AIR FORCE POLICY DIRECTIVE 90-22

25 AUGUST 2016



Special Management

**AIR FORCE COMMUNITY
PARTNERSHIP PROGRAM**

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RELEASABILITY: There are no releasability restrictions on this publication.

OPR: SAF/IEIM

Certified by: SAF/IE
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Supersedes: AFPD90-22, 24 July 2014

Pages: 6

This Air Force Policy Directive (AFPD) provides policy and assigns responsibility to guide Air Force development and implementation of installation-community partnerships that focus on achieving reduced costs or reductions in risks by finding shared value, to include Intergovernmental Support Agreements (IGSAs) under 10 United States Code (USC) Section 2679. This publication applies to Air Force military members and civilian employees, organizations in the Regular Air Force, Air Force Reserve, and the Air National Guard (ANG), and contractor support personnel. Refer recommended changes and questions about this publication to the Office of Primary Responsibility (OPR) using AF Form 847, *Recommendation for Change of Publication*; route AF Forms 847 from the field through the appropriate chain of command. Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with Air Force Manual (AFMAN) 33-363, *Management of Records*, and disposed of in accordance with the Air Force Records Information Management System (AFRIMS) Records Disposition Schedule (RDS).

SUMMARY OF CHANGES

This rewrite of AFD 90-22 is in response to user feedback and process improvements. It updates references to IGSA legislation; further distinguishes Air Force Community Partnership (AFCP) Executive Steering Group (ESG) and Task Force roles and responsibilities; and consolidates roles and responsibilities for Headquarters Air Force (HAF) offices.

1. Overview. This AFPD establishes the necessary overarching oversight/management foundation and policy to enable the AFCP Program.

2. Policy. The AFCP Program is an Air Force-wide initiative to develop, manage, oversee, and evaluate Air Force installation-community partnerships. The effective development, management, implementation, and evaluation of such partnerships can support the Air Force and community partner missions and retain or enhance mission viability and quality of life for Airmen, in alignment with the Secretary of the Air Force (SecAF) priorities for taking care of Airmen and families. The AFCP Program focuses primarily on achieving cost reduction and/or cost avoidance, reduced risk, and enhanced mission efficiency and effectiveness while also providing mutual benefit to an installation and its surrounding community. It is Air Force policy to:

2.1. Maximize the effectiveness of installation-community partnership program management through proactive and sustained leadership at all levels, informed by a mutual understanding of the potential efficiencies and economies of scale to be gained, risks to be reduced, potential long-term impact to the installation mission, and/or potential secondary and tertiary effects within programs, career fields, and/or impact to quality of life and Air Force culture. Acceptance of risk in this arena should be a conscious decision in that the length of a partnership will likely exceed the tenure of an individual installation commander.

2.2. Ensure installation leaders have the necessary knowledge and tools to proactively identify and execute community partnership opportunities. Installation leaders, in coordination with stakeholders throughout the Air Force, including Airmen and their families, should assess plans, decisions, and existing tools, including authorities, related to potential initiatives and implement installation-community partnerships that provide the best value to the government and its community partner(s). "Best value," as applied to the AFCP Program, is defined as enhancing the Air Force mission given a change in resources, more or less, that notably adds value to the mission given the resources expended and/or provides the greatest overall benefit.

2.3. Foster and encourage proactive engagement and collaborative relationships by Air Force offices with internal and external stakeholders; such relationships are of paramount importance to sustaining the Air Force's ability to conduct its mission. Successful partnerships require establishing and maintaining strong relationships between Air Force installations and identified stakeholders, including Airmen and their families, other federal agencies, federally-recognized tribes, installation tenants, state and local governments, nonprofit organizations and the private sector. Community partnerships can result in formal agreements for goods or services that are mutually beneficial. Community partnerships are grouped into two categories: public-public partnerships and public-private partnerships.

2.4. Leverage military installation and local community capabilities and resources to reduce operating and service costs (through cost avoidance and/or cost savings), or reduce risks, in support of the Air Force mission, culture, and Total Force/Comprehensive Airmen Fitness. Pursuit of a particular initiative must be integrated with existing and potentially new programs and must rest on a business case analysis as to the most advantageous course of action for the Air Force. Supporting actions include:

2.4.1. Assess plans, decisions, and existing tools, including authorities, related to potential installation-community partnership initiatives.

2.4.2. Proactively identify and engage with internal and external stakeholders, including other federal agencies, federally-recognized tribes, installation tenants, state and local governments, non-profit organizations and the private sector, to identify potential services and resourcing opportunities.

2.4.3. Identify cross-functional community partnership project implementation mechanisms and prioritization for resourcing.

2.4.4. Support installation, Major Command (MAJCOM), and HAF functional lead(s) in identifying, prioritizing, and implementing initiatives that meet AFCP program strategic direction, goals and objectives.

2.5. In coordination with stakeholders and HAF functional lead(s) throughout the Air Force, facilitate identifying and developing requirements for AFCP Program awareness education and training material, including developing communication products, education/training resources and curricula to increase awareness and understanding of AFCP issues and strategies, support installation and/or functional leads in implementing initiatives, and provide resources/tools for initiative implementation. Such products, resources, and curricula should be coordinated with affected Air Force offices in accordance with existing publications.

2.6. Comply with all laws (Federal and State) and pertinent White House, Office of Management and Budget and Office of the Secretary of Defense/Department of Defense (DoD) and Air Force policies, instructions, and publications providing guidance related to installation-community initiatives.

3. Roles and Responsibilities.

3.1. The Assistant Secretary of the Air Force for Installations, Environment and Energy (SAF/IE):

3.1.1. Engages with functional managers to integrate AFCP Program concepts and tools (e.g. legal authorities, policy, process templates, communication products) into Air Force cross-functional programs and publications.

3.1.2. May establish Air Force-wide policy with regard to community partnerships after receiving input from all affected Air Force and ANG stakeholders and through recognized formal Air Force coordination processes.

3.1.3. Develops and maintains the overarching AFCP Program management/oversight policy. In connection with these responsibilities, it is anticipated that SAF/IE will:

3.1.3.1. Establish a cross-functional ESG or equivalent body to serve as the primary advisory body to the SecAF and Chief of Staff of the Air Force for the AFCP Program, and in that capacity, the ESG assists in developing policy, providing subject matter expertise, and recommending strategies for developing and implementing partnership initiatives while ensuring long-term mission sustainment and consistency with Air Force strategic direction, policy, and goals.

3.1.3.2. Advocate for AFCP Program resources throughout the Air Force Program Objective Memorandum (POM) process and contingent upon level-of-effort funding, help ensure that community partnership implementation actions across the Air Force are consistent with, complement, or enhance Air Force and HAF functional mission capabilities and transformational initiatives and create value.

3.2. All other Headquarters Air Force offices will:

3.2.1. Ensure Air Force publications written within their area(s) of responsibility support this AFPD, including identifying procedures when that guidance includes relevant elements of paragraph 2.3. of this AFPD.

3.2.2. Provide overall management of their own subject-matter content consistent with this AFPD and applicable DoD and Air Force policies.

3.2.3. Assist with identifying mechanisms for use by installations and the AFCP Program to develop and implement initiatives.

3.2.4. As applicable, provide implementation support and subject matter expertise for the AFCP Program through HAF, National Guard Bureau (NGB), Major Commands, Direct Reporting Units, Forward Operating Agency and AF Installation and Mission Support Center capabilities, as well as at the installation level as appropriate, to support installation-community initiatives.

3.2.5. Provide guidance and subject matter expertise to ensure AFCP initiatives align with applicable laws (Federal and State), policies and guidance within each subject-matter area.

3.2.6. Lead enterprise-wide and/or high-priority HAF initiatives within their respective subject-matter areas as recommended by the ESG and/or requested by SAF/IEI.

3.2.6.1. The NGB holds this leadership role for ANG units. NGB may request Air Force subject matter expert assistance for AFCP efforts.

3.2.7. Ensure that execution of AFCP initiatives fully support Air Force mission needs and are consistent with Air Force leadership strategic direction and priorities, including taking care of Airmen and their families.

3.2.8. Assess and evaluate AFCP program impact(s) on their own subject-matter area/responsibilities (on an initiative-specific or enterprise-wide basis).

3.2.9. Upon SAF/IEI request, designate a representative to participate on cross-functional groups such as the AFCP ESG and any applicable task forces or working groups.

DEBORAH LEE JAMES
Secretary of the Air Force

Attachment 1

GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION

References

AFMAN 33-363, *Management of Records*, 1 March 2008

10 USC § 2679, *Installation support services: intergovernmental support agreements*

HAF Mission Directive 1-18, *Assistant Secretary of the Air Force (Installations, Environment and Logistics)*, 10 July 2014

Adopted Form

AF Form 847, *Recommendation for Change of Publication*

Abbreviations and Acronyms

AFCP—Air Force Community Partnership

AFMAN—Air Force Manual

AFPD—Air Force Policy Directive

AFRIMS—Air Force Records Information Management System

ANG—Air National Guard

DoD—Department of Defense

ESG—Executive Steering Group

HAF—Headquarters Air Force, consisting of the Secretariat and the Air Staff

IAW—In accordance with

IGSA—Intergovernmental Support Agreement

NGB—National Guard Bureau

OPR—Office of Primary Responsibility

POM—Program Objective Memorandum

RDS—Records Disposition Schedule

SecAF—Secretary of the Air Force

USC—United States Code

Terms

Public-Public Partnerships—Intergovernmental relationships that enable the mutually beneficial provision of goods or services and the leveraging of resources and best practices to achieve cost efficiencies or risk reductions.

Public-Private Partnerships—Agreements between military installations and the private sector (including either for-profit or not-for-profit entities) that enable the mutually beneficial provision of goods or services and the leveraging of resources to achieve cost efficiencies or risk reductions.